Board Assignment Status

Assignment Date	Request / Subject	Due Date	Status / Completed Date

Item of Interest	Status / Completed Date
CalPERS Business Intelligence	In the CalPERS 11-12 Business Plan, Objective 1.3; it states: Develop pension, business partner, health care, and risk business intelligence data mart frameworks by leveraging the myCalPERS Enterprise Data Warehouse environment. The completion and rollout of the Pension System Resumption (PSR) will serve as a hallmark moment for CalPERS. The new service environment, enabled by what PSR gives us, for the first time, the ability to have a single and complete view of our Member, Employer, Pension, and Health Benefits data (a single version of truth). PSR allows us to capture how our members and other users are making decisions, where their interests lie, and what their needs are. Identifying and tracking these behaviors will allow us to design future services and optimize our future operations in manners that best serve our members. Business Intelligence and Analytics will provide the enhanced environmental tools and methodologies that our operations and strategy leadership can leverage to make real time decisions. The CalPERS Business Intelligence (BI) Initiative has begun the work necessary to create an Enterprise Business Intelligence (BI) Service. During the first quarter of the 2011-2012 Fiscal Year, the BI Initiative began several streams of work, including the following: • BI Strategy & Roadmap – The BI Initiative Team developed the CalPERS Business Intelligence Needs, Opportunities, Targets and Strategy document. This document provides a high-level understanding of how business intelligence can help CalPERS make more informed decisions concerning Pension, Health and Investment services and industries. This document defines an initial strategy that would provide a centralized data warehouse that could be used across CalPERS lines of business and would provide specialized data marts utilizing a common set of tools. • Education – In order to advance the knowledge of business intelligence at CalPERS, a Business Intelligence Overview was created. This educational presentation provides an understanding of business intelligence and how it fits in the context of CalPERS business. In addition, it provides a high-level overview of the BI initiative. This presentation was delivered to the Retirement Research and Planning Division and the Risk Management Office. • Data – A very important aspect of this initiative is to leverage the effort and results of the PSR Project. In order to do so, the BI Initiative has taken a strong focus on the myCalPERS data. During this first quarter, the initiative has worked with PSR to obtain access to the data and started the process to continuously update the CalPERS Business Intelligence environment. • Technology – Part of this initiative is to evaluate enterprise tools that CalPERS can utilize to transform data into intelligence. An early evaluation of CalPERS technology environment showed a number of potential technologies that could be utilized for this purpose. In line with the desire to reuse what PSR has implemented, the Cognos suite of tools was selected as the primary business intelligence toolset, which was implemented by PSR for producing myCalPERS reports. In addition, an initial business intelligence hardware environment has been established. • Proof of Concepts – To demonstrate the value of business intelligence, several proofs of concepts will be executed throughout the year. During this initial quarter, the team selected and executed the first one based upon needs identified by the Retirement Research and Planning Division. This proof of concept focused on initial earnings of CalPERS retirees over the last 17 years. • Next quarter we will develop the initial CalPERS BI roadmap.

IT Security Roadmap	The Security Roadmap is a multi-year plan that will ensure CalPERS technology remains secure against the constantly changing landscape of threats and hacking. This Roadmap includes prioritized yearly initiatives and deliverables focused on implementing the latest preventative measures. In order to develop the roadmap, security control frameworks and industry-based security standards were used to ensure alignment with the security industry. The CalPERS Security Roadmap Initiative has been in place for the past 12 months but progress has been slowed due to PSR. During this time, CalPERS has been working to identify areas of its technology security environment that need to mature in order to continue keeping the organization safe. The following has been accomplished to date: • Security Roadmap Steering Committee – A cross-branch steering committee was established during the initial month of this initiative to provide governance and oversight to the team working on the CalPERS Security Roadmap. This steering committee continues to be invested in the outcomes of the initiative through on-going involvement and guidance. • Security Standards – In order to properly assess CalPERS, it was necessary to decide what measuring stick would be utilized. The team selected several of the commonly-used, mature security standards bodies to use in the assessment. Two examples include the National Institute of Standards and Technology (NIST) 800-53, Recommended Security Controls for Federal Information Systems and Organizations and the Open Web Application Security Project (OWASP) guide for secure coding standards. • Current/Future State & Gap Assessment – The initial deliverable produced by the CalPERS Security Roadmap Initiative was an assessment of CalPERS technology security environment. Using the identified security standards, the team measured the level of controls in place (current state) against an identified, expected level of control (future state). The gap between these the current and future state was then assessed, categorized and plotted on a heat map in order to determine level of risk to the organization. • Project Portfolio – Using the information produced in the gap analysis, the CalPERS Security Roadmap Initiative team put together a high level plan of projects that makes changes and improvements in CalPERS technology environment. The identified changes are intended to increase the level of maturity in particular areas of security so that CalPERS remains protected. These projects will address many aspects of CalPERS technology security over many years. This portfolio of projects takes into account the impact on CalPERS resources, including staff, consultants funding and time and is prioritized based upon the level of risk to the organization.
Board Automation	Our high level objective is to move CalPERS to a more efficient, highly secure, less labor intensive online system that reduces cost, dramatically reduces paper waste, and increases productivity of everyone involved in the board book process. During the first quarter of 2011/12: • Completed product search–Selected industry leading software, utilizing software as a service. This approach minimized the cost impacts to develop and support the automation solution. Also this puts a proven solution into Board member hands sooner. • Completed Cost/Benefit Analysis–While conducting our cost benefit analysis we examined the current cost for distributing printed binders, included materials, shipping, staff time for duplication, and staff time for posting and archiving information on CalPERS On-Line and on the current secure board portal. We compared the current process to the proposed automated solution, including software licensing costs and staff time for support and posting information on both the new system and CalPERS On-Line. In addition to cost, we examined both processes for efficiency, usability, functionality, security and risk. Our findings show substantial cost benefits for selecting the automated solution; increased security and several non-tangible benefits, as well as an environmental benefit from the reduction of paper use with the elimination of the paper binders. Our analysis shows we will reduce paper use by over 200,000 pages per year, in addition to dramatic reductions in the time taken preparing, assembling, and distributing board material. • Small Group Established–Working with the Board support office and Rob Feckner we established a small working group of four Board members to help guide us during the implementation and be our pilot test group. In September we provided the small working group with iPad IIs and the new software that allows them to access the Board materials electronically, anywhere, anytime. • Next quarter we plan on extending the automation solution to the entire CalPERS Board and Executive team.

Enterprise Resource Planning (Financials, Human Resources, Procurement, etc.)	CalPERS Administrative Functions rely on a solid Enterprise Resource Planning (ERP) solution. Recently our Administrative Automation Initiatives Governance Team looked at several viable options for providing an ERP foundation for CalPERS. After consideration of the options, the Team determined that continuing to build upon the PeopleSoft ERP solution in place today provides the best value for CalPERS. With the strategic direction set, the Team focused on implementation plans for our top priorities: contract management, time & labor, form 700, recruitment and hiring, parking, and project support/program management. It is important to note that our enterprise ASB Strategy has an 3-5 year time frame and our Governance Team will continue to prioritize new work each FY. Four current and key initiatives in support for the Administrative Automation Strategy are detailed below. Contracts Management Automation – Existing in two phases, this automation initiative saw the completion of Phase I in May 2011. Phase I implemented a PeopleSoft Contracts solution to modernize a manual paper contract development and editing process to an electronic workflow process that improves management of contracts and contract templates including version control and security. Phase II, currently in progress, increases the number of users to an unlimited number, provides a full functioning set of collaboration and approval tools, and introduces numerous enhancements including robust reporting, a library of RFP templates, and e-signature functionality. Form 700 – Currently, approximately 600 CalPERS employees and 300 consultants in designated positions are required to file a Form 700 – Statement of Economic Interest. It is CalPERS' legal responsibility to notify the staff impacted by these guidelines in a timely and consistent manner, gather and track compliance of form submission and training attendance, in addition to other filer management tasks. The current process is manual and labor intensive. In support of the of AAIG strategic direction, this initiative will purchase and implement a Software as a Service (SaaS) solution (externally hosted) Form 700 application. This application will automate the business process for submission, tracking, sending notifications of the Form 700 and for electronic filing of forms. The benefits of this solution include increased productivity by managing the submission and tracking of Form 700, timely automated notification, management and tracking of annual Statement of Economic Interests (Form 700) filings, self-service capabilities to easily fill out Form 700 using web browser with instant checking/correction, and reports for agencies, filers, and eDisclosure activities. PeopleSoft Human Capital Management (HCM) Upgrade – This initiative, currently underway, is designed to move towards more efficient and effective operations within Human Resources by upgrading the existing PeopleSoft Human Resource Management System (HRMS). In completing this initiative, CalPERS will remove or reduce customizations to the existing system thus reducing cost of ownership and complexity, improve business processes, enhance system integration and automation, provide more opportunities for web based self-service transactions for staff, and go increasingly paperless with HR service request forms. Of particular note is implementation of the Time and Labor HCM module which will allow the paperless automation of monthly timesheet creation, submission, review and approval. Automation of HR Recruitment – This initiative, currently underway, is designed to significantly reduce the overall candidate selection timeline by implementing a Software as a Service (SaaS) solution with capabilities to provide self-service opportunities for applicants, as well as HRSD staff and CalPERS recruiting managers. The solution will provide flexible and customizable workflows, and extensive reporting capabilities to reduce time to establish eligibility, reduce time to fill, and increase efficiencies.
Disaster Resilliency	ITSB has recently completed a replacement of the technology that provides data backup & restores, and disaster recovery services (BR/DR). This was required by the new my|CalPERS architecture, as well as the need to replace an aging and outdated system. After nearly a year-long effort, the solution has been fully implemented, and two successful DR tests performed via our new DR site in New Jersey. With this new BR/DR foundation, ITSB is taking the next step toward improving Disaster Resiliency and Business Continuity by replicating mission critical business services to our Emergency Operation Center (EOC) in Rancho Cordova. We are building email and Blackberry servers there, and replicating the Production data in real-time, so there will be zero downtime or loss of service in the event of a Lincoln Plaza disaster, or planned maintenance. This "hot-site"service is targeted for delivery in May of 2012. Upon successful delivery of email and Blackberry services at the EOC, ITSB will focus on delivery of the entire My|CalPERS application at the EOC hot-site, targeted for 2013.

Contact Center Upgrade	ITSB is upgrading our aging telephony systems to bring us current with public and private sector communications standards. The first targets for this technology refresh are foundational and primarily address business continutiy, and will lay the groundwork for enhanced Contact Center functionality, Work Anywhere / Executive Mobility, and Unified Communications. This effort is underway and begins with a replacement of our old analog telephone switch with a new digital Voice Over IP (VoIP) telephone switch, new digital desktop phone sets, and a new voice mail system. This refresh effort will pilot the new technology with approximately 150 users throughout the Lincoln Plaza campus and several regional offices by June, 2011, and expand out to the rest of the enterprise in Fiscal Year 2012. At the same time, ITSB will be replacing the Contact Centers' Interactive Voice Response (IVR) system that has reached End of Life. The IVR is the first point of contact for all incoming Contact Center calls, and delivers voice applications that provide callers with information or allows them to conduct transactions via their phone. This refresh effort is in the planning stages and will be completed by December of 2012. These two technology refresh efforts will pave the way for business driven service enhancements within the Contact Centers, and numerous voice mobility opportunities for CalPERS business partners, members and employees. These Contact Center enhancements are also targeted for FY 12/13.